



To: Amy Darpinian, USACE, KC District Project Manager

From: Paul Hagerman, CDM Smith, Project Manager

Date: December 22, 2014

Subject: Project Performance Improvements  
Rolling Knolls Superfund Site  
Task Order 019, W912DQ-11-D-3004

This is in response to your request that we address the need to improve communications and responsiveness as discussed during a teleconference on December 17, 2014.

1. Respond to all EPA's emails promptly even if the response may not be a direct answer. If email does not have a deadline - determine when it is needed.
2. Meet agreed upon deadlines. In the event that the response or document is not ready by the deadline then respond before deadline with an update.
3. During field work - the CDM Smith project manager and the field representative will have daily verbal communication and elevate any issues as needed to EPA and USACE immediately.
4. During field work - the daily report that the field representative prepares will be sent out as a weekly summary. The summary reports will be reviewed before being sent out to USACE and EPA. A daily update will be provided by email by the project manager to USACE and EPA.
6. To address a previous request for written corrective actions on field work:  
  
The summary reports will include a note "all activities were per the approved work plan documents" if true, or if there are any observed variances, these will be identified in the report.  
  
PCB congener and dioxin/furan splits will be stored at the CDM Smith warehouse pending identification of the laboratory by EPA.
7. The point of contact during absences of the project manager will be Kershu Tan and if he is not available, it will be John Czapor.
8. Copy Kershu Tan on all project emails.

I assure you that implementing these items will be my priority.

cc: K. Tan,  
J. Czapor